THE Maple Leaf

LA Feuille d'érable

November 2015, Volume 18, Number 10

Keeping the Defence Team informed

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National Defence / Défense nationale

Canada

OCTOBER 22: A DAY CANADIANS WILL REMEMBER

In a solemn ceremony filled with Canadian military tradition, it was the sounds that stood out.

On October 22, the assault on Parliament Hill and sacrifices of Warrant Officer Patrice Vincent and Corporal Nathan Cirillo one-year ago were marked in a public ceremony at the National War Memorial in Ottawa.

The booming 21-gun salute, CF-18 jets flying in the missing man formation, and the bugler's "Last Post", but what was heard above all of these was the respectful silence of the hundreds of citizens attending the ceremony along with the families and friends of WO Vincent and Cpl Cirillo, dignitaries, and CAF members.

"It's been one year. We continue to breathe, we continue to heal ... on this painful anniversary," said Governor General David Johnston.

"While there is hatred in this world, there is also great compassion. We recall, with thanksgiving, the work of the first responders – police, ambulance, parliamentary security, military personnel, passersby – all at risk to themselves, to give care and concern, and offering signs of hope and reassurance in a dark and unsettling time," said Brigadier-General Guy Chapdelaine, CF Chaplin General.

Wreaths were laid at the memorial, two minutes of silence were observed. A plaque to commemorate Cpl Cirillo's life was unveiled in a private ceremony at the southeast side of the memorial site following the public ceremony. A plaque to commemorate WO Vincent will be unveiled in Saint-Jean-sur-Richelieu in 2016. ♣

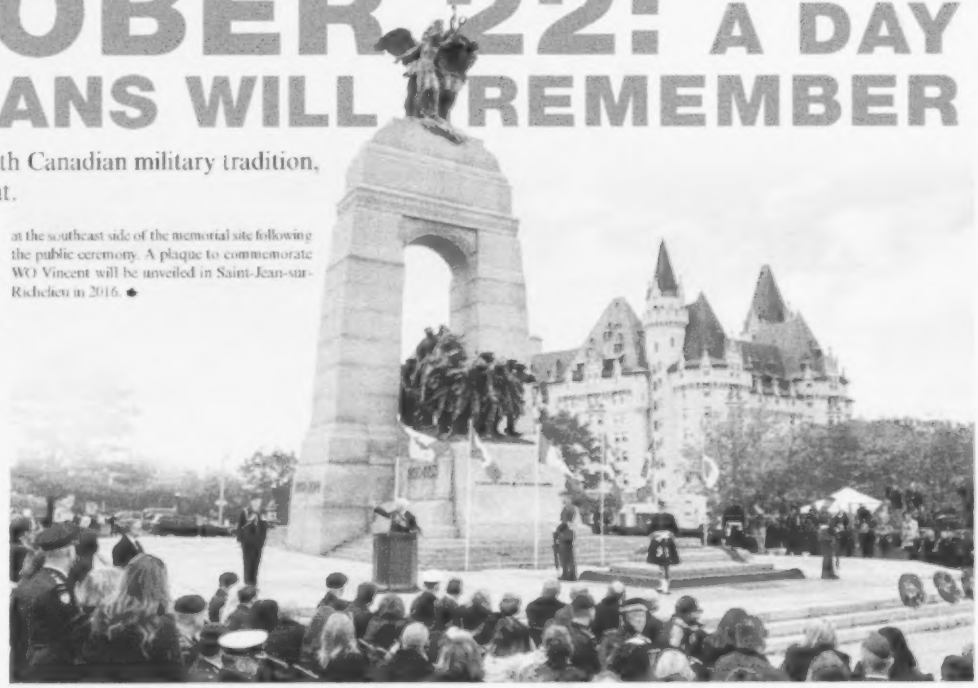


PHOTO: Cpl Chase Millar

David Johnston, Governor General and Commander-in-Chief of Canada speaks at the Commemoration of the Events of October 2014 ceremony at the National War Memorial in Ottawa, on October 22.

LEADING THE STRATEGIC RESPONSE TEAM

Rear-Admiral Jennifer Bennett began working as Director General, Strategic Response Team on Sexual Misconduct, on September 28.

RAdm Bennett's role is to directly lead the Strategic Response Team as they move forward on the development of policies, education, training, and additional member support to address inappropriate sexual behaviour.

Having served as a reservist in the CAF for 40 years, RAdm Bennett brings a wealth of diverse military experience to the command team and is the CAF's Champion for Women. Additionally, she brings a unique perspective to the team, having been a teacher and administrator in the elementary and secondary school system for 30 years.

BRAVO ZULU

Have a colleague that you want to recognize for a job well-done and want the rest of the Defence Team to know about it?

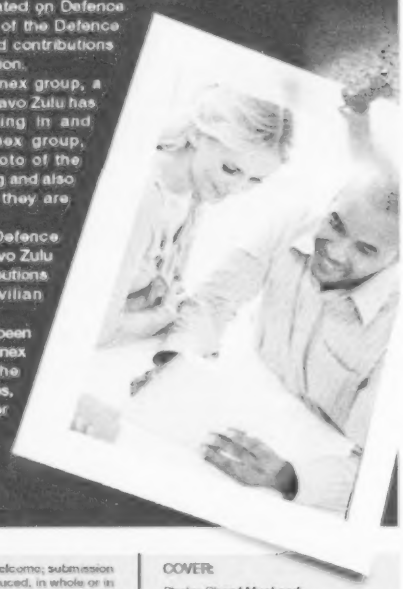
A new space has been created on Defence Connex to thank members of the Defence Team for their hard work and contributions to fulfilling the Defence mission.

Within the Defence Connex group, a recognition board named Bravo Zulu has been created. Upon signing in and joining the Defence Connex group, members can upload a photo of the member they are recognizing and also write a caption as to why they are receiving a Bravo Zulu.

Each new episode of Defence Team News will feature a Bravo Zulu profile, highlighting the contributions of our military and civilian colleagues.

Some profiles have already been uploaded, so visit Defence Connex now to read about the achievements of your colleagues, and while you're there consider posting your own.

For Defence Connex joining instructions, visit dt-ed.mil.ca and click on Defence Connex.



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COVER:
Photo: Cheryl MacLeod

Military training programs make a difference for Aboriginal youth

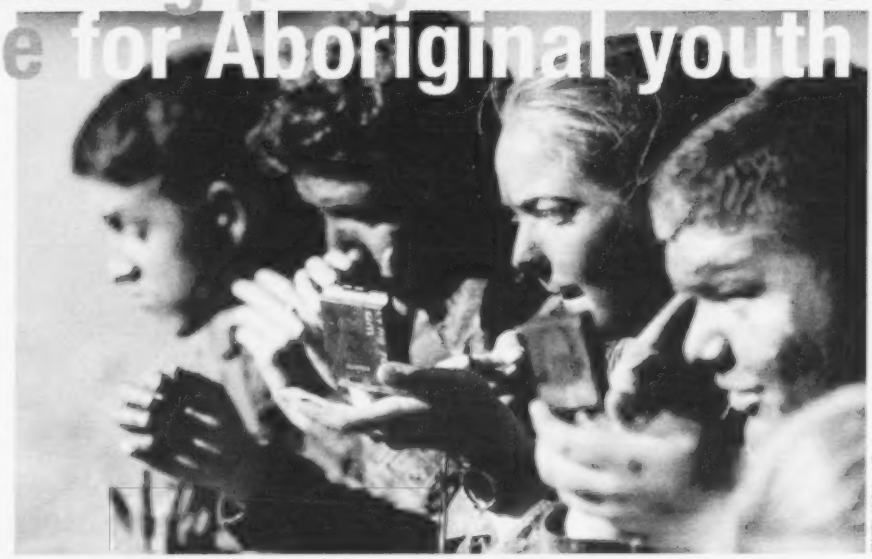


PHOTO: MCpl Jerry Kean

Students of the Black Bear program apply camouflage paint during a personal concealment at 5 Canadian Division Support Base Gagetown. Black Bear is a six-week training and leadership program that fosters the relationship between Canada's Aboriginal communities and the CAF.

Ordinary Seaman Christian Garnons-Williams is now immersed in his first semester of science studies at Queen's University in Kingston, but for him and many other Aboriginal youth, higher education started this summer.

"Raven allowed me to learn new things about myself," said OS Garnons-Williams. "It's allowed me to develop a huge amount of self-confidence in many ways."

OS Garnons-Williams was part of the Raven Aboriginal summer program based out of the Royal Canadian Navy Fleet School in Esquimalt, B.C. The program, currently in its 12th year, is part of a suite of three such initiatives offered by the Canadian Armed Forces (CAF). Raven, Black Bear and Bold Eagle are unique summer programs that combine Aboriginal culture and teachings with military training.

Black Bear is a program which originated in Borden, Ontario in 2008 but has called Gagetown, New Brunswick its home since 2013. Bold Eagle, an Army program operating for 26 years out of Wainright, Alberta, is the largest of the three, graduating upwards of 90 candidates annually.

Through these programs, Aboriginal youth from across Canada get a first-hand look at potential military careers through a taste of military training, complete with field exercises and exposure to equipment and vehicles used by the CAF.

Over the course of a summer, participants challenged themselves through hard work and reliance on others as they developed their physical fitness and learned valuable skills such as self-confidence, self-discipline, time management, respectfulness and teamwork.

Participants have no obligation to join the military and can use their experience with any of the three programs to prepare themselves for the future – wherever it may take them. Upon completion of any of the programs, graduates receive a basic military qualification and can choose to join a Reserve unit in their community, or return to civilian life.

Each of the three programs begins with a culture camp. The camp is designed to ease the transition from civilian to military lifestyle and focuses on common Aboriginal spiritual beliefs. Youth from different backgrounds and circumstances, such as those coming from remote or rural areas and those living in urban centres, come together to share their histories and sometimes even to reconnect with their traditions. All culture camps are conducted by elders of different Aboriginal backgrounds, which may include First Nations, Métis and Inuit representatives. Non-military Aboriginal counselors are also on site and available to participants throughout the six weeks of training.

Black Bear counselor and educational trainer Tammy Williams, whose maternal roots connect her to the Sipekne'katik First Nation in Nova Scotia, explained that her team provides traditional means of counselling. "We use things such as talking circles; we use traditional medicines. Participants get smudged using sweetgrass, sage and cedar; sometimes tobacco will be mixed into it. One or more of these four sacred medicines are burned in the smudging process."

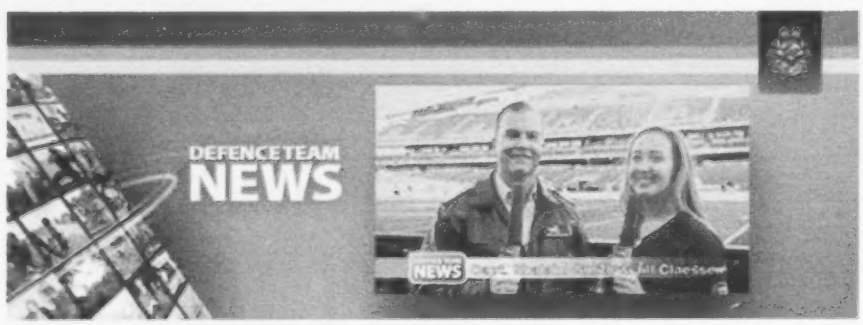
"We offer the youth encouragement and guidance, not only helping them to complete the program, but providing them with a comfortable landing place when they just need to talk to somebody familiar and get help with other things," Ms. Williams said. "So it's kind of a combination of emotional, spiritual, educational and mental health support."

Ms. Williams also underscores the fact that the unique make-up of the programs and their traditional modes of interaction help to not only foster bonds among participants, but also benefit military instructors as well. Staff members regularly partake in the talking circles, often coming away with positive experiences and greater familiarity with Aboriginal customs and traditions.

Major Bruce Hanbidge, administrative coordinator for Bold Eagle, is very proud of the exemplary graduates that come out of the programs, but noted that the programs are often victims of their own success as demand for placements often exceeds supply. He urges potential participants to apply early. ◆

HAVE YOU WATCHED DEFENCE TEAM NEWS YET?

Defence Team News is a biweekly newscast that was created to provide you with an engaging way to learn about the news and programs that impact you.



Defence Team News, which was launched in June, is now making the leap to social media on November 16. If you haven't yet watched an episode, be sure to visit the Defence Team intranet or the CAF YouTube channel to watch the latest episode.

We are also adding a new feature of Defence Team News called, "This Week in Military History". This segment will profile a notable milestone that occurred that same week in Canada's proud military history. Watch for the first episode with this new feature, beginning on November 16.

We will also continue to feature a Bravo Zulu profile of Defence Team members. This segment was created to highlight, you, our Defence Team colleagues, for your good work or good deeds, on or off the job.

If you have a colleague that deserves to stand in the spotlight for a job well done, send us a short citation and a photo of the person.

Since the launch of Defence Team News in June, we have covered stories big and small. We want to ensure that this newscast provides you with relevant and interesting content, so let us know what you think and submit your ideas for future stories to ♦Internal communications internes@forces.gc.ca.

Thanks and keep watching! ◆

JOINTEX PROVIDED THE CAF AN OPPORTUNITY TO TRAIN AS THEY FIGHT

More than 1000 CAF personnel and 70 personnel from six allied countries traded their rifles for computers as they began JOINTEX 15, with the objective to shape how the CAF conducts future operations.

Activities took place October 3-16 at 4th Canadian Division Training Centre (4 CDTC) in Meaford, Ont. The Command Post Exercise (CPX) may have looked like any run-of-the-mill table-top exercise, but behind those deceptively mundane scenes hid the future of how the CAF conduct operations.

This year, JOINTEX 15 had been synchronized with NATO's exercise TRIDENT JUNCTURE 15 (TRJE 15). The size and the scope of TRJE 15 allowed for an additional amount of realism seldom seen in CAF exercises. The timing could not have been better as the 1st Canadian Division, which serves as the operational 'corporate memory' for the CAF, incorporated all the lessons learned during JOINTEX 15, and in coordination with the Canadian Joint Operations Command, will modernize CONPLAN JUPITER – the plan Defence uses for expeditionary operations.

"It [JOINTEX] has enabled the CAF the opportunity to integrate with our NATO partners within a complex training scenario that leverages all facets of full spectrum operations and reemphasizes the whole-of-government approach that has, and will continue to be, critical to CAF operations," said Major-General Dean Milner, commander of the Canadian Multinational Task Force. "My team has taken a leading role in showcasing the CAF's dedication to excellence on operations and leadership on the world stage."

The complex training scenario dubbed SOROTAN was created by NATO with contributions from Canadian planners. SOROTAN reflects a very complex threat environment in the fictional East Cerasia region and challenged NATO forces with a wide range of conventional and unconventional threats, including hybrid warfare.

PHOTO: MCpl Simon Duchesne

LCol John Andrews (right) briefs LGen Marquis Haines, Commander of Canadian Army, about an exercise scenario during a visit to the Canadian Multinational Task Force HQ for JOINTEX 15 at 4th Canadian Division Training Centre, Meaford.

"Canada employed 50 actors to play the roles of the countries represented in the exercise on the civilian, political and military sides," said Colonel Brian McPherson, exercise director.

The environment created for CPX was rich, complex and realistic providing CAF personnel with an opportunity to train as they fight.

While the CAF has faced minor challenges with regards to the complexity of the exercise and the synchronization with other headquarters, CPX has proven to be successful.

"We have provided the opportunity for other CAF projects of the future to further their force development. JOINTEX 15 has been a huge success," said Col McPherson.

The plans developed during the CPX led into the third and final phase – the live exercise. In this phase, CAF members had the chance to simulate a large-scale multinational deployment on land and at sea with allied nations such as; Portugal, Spain, and Italy.

Throughout this historic exercise, the lessons learned from the spills and hurdles encountered "in the lab" will allow for those who deploy in the future to integrate more seamlessly into a coalition operation, to collaborate more efficiently with other governmental department and continue to proudly represent Canada in operations abroad. ♣

EX TRIDENT JUNCTURE

MCpl William Soucy (left), and Pte Samuel Dionne from CFB Valcartier Headquarters and Signals Sqn set up a transmission system relay to send and receive data, on Santa Margarida Base, in Portugal during Ex TRIDENT JUNCTURE 2015.

PHOTO: Cpl Alex Pamentau

EX JOINT WARRIOR

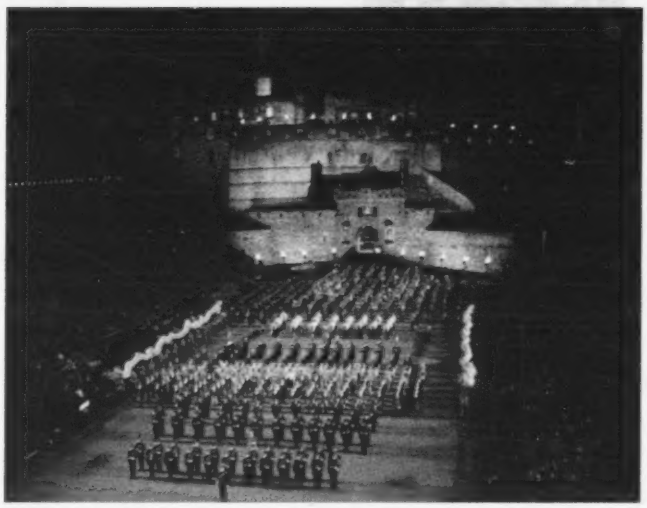
LS Marco Moniz, a boatswain on HMCS *Halifax*, fires the gunline across to the RFA Wave Ruler while conducting a replenishment at sea during Ex JOINT WARRIOR.

PHOTO: LS Peter Fries

MUSIC: THE FORGOTTEN WEAPON OF WAR

As the commandos touched down on Sword, Lord Lovat's piper, William Millin, plunged off his landing craft into water up to his armpits. He could see smoke piling up from the beach ahead and hear the crump of exploding mortar shells. As Millin floundered toward shore, Lovat shouted at him, "Give us 'Highland Laddie,' man!" Waist-deep in water, Millin put his mouthpiece to his lips and splashed through the surf, the pipes keening crazily. At the water's edge, oblivious to the gunfire, he halted and, parading up and down the beach, piped the commandos ashore. The men streamed past him, and mingling with the whine of bullets and the screams of shells came the wild skirl of the pipes as Millin now played, "The Road to the Isles." "That's the stuff, Jock," yelled a commando. Said another, "Get down, you mad bugger."

Cornelius Ryan, The Longest Day: June 6, 1944



The Royal Edinburgh Military Tattoo performed in Edinburgh, Scotland in front of an audience of nearly 9000.

Militaries around the world have employed musicians in critical roles for thousands of years. Generally, the sounds of a musical instrument could easily carry further than the commands of a human voice, and were far less subject to fatigue.

More importantly, a talented musician with his instrument could boost the morale of his commander's troops, turning the tides of war in their favour. Many commanders were afforded their own personal pipers, drummers or buglers. In some cultures, the size of the band was commensurate with the rank of the commander to which they were attached. In all cases, the bands and musicians were integral components of any army to maintain morale and signal the intent of the commander.

SETTING THE TONE

The musical tones and rhythmic beating of the drums would convey any pre-determined command to the soldiers in earshot. The day would begin with "Reveille", a term known to many by the bugle call performed during Remembrance Day and military funeral services. Throughout the day, various commands were sounded to signify timings for daily routines, such as the start of a meal, or the change of a duty shift. At the end of the day, soldiers would be called back from their drinks at the local establishments by the drummers beating the "tattoo". This term is most widely believed to originate from the Dutch phrase *doe den tap toe*, meaning "turn off the tap". The local innkeepers were certain to be acquainted with this sound, as they knew to cease serving to the soldiers past this time, or they would face severe punishments themselves.

FINDING THEIR ROLES

Bands and musicians traditionally found their role as communicators, much like present day signallers. Their primary function was to relay the intent of the commander to the troops, allowing groups to synchronize efforts, and for commanders to maintain control of movement and activity. As technology developed and militaries began to employ electrical devices, radio frequency communications, and eventually more modern network and satellite systems, the role of the musician has diminished.

The stirring sound of military music has been a part of many morale-boosting activities. Today, we continue to still take part in many types of ceremonies and celebrations, including military ceremonial duties such as; changes of command, and Remembrance Day events and a variety of outreach activities. While musicians are no longer perceived as having the duties of communicators, they still communicate an important message to the troops and supporting communities: We are here, in unity.

So when members hear hear the skirl of the bagpipes, the melody of the trumpets or the rhythm of the drums from military musicians, think beyond the simple fanfare to the messages sent past and present when the instruments play. ◆

An enduring symbol of remembrance

The poppy, in the language of flowers, stands for consolation. Red is symbolic of passion and love. The story of how this common field flower grew to be an international symbol of remembrance has peculiar roots.

Remembrance Day marks the anniversary of the official end of the First World War hostilities at the eleventh hour of the eleventh day of November 1918. The poppy is the international symbol of remembrance – and is traditionally worn on the left lapel, or as close to the heart as possible – from the last Friday in October to the end of the day on November 11.

Canadians wear poppies to honour and remember the ultimate sacrifice paid by more than 117 000 Canadians to date. Nineteen million Canadian-made poppies and about 70 000 wreaths, crosses and other items were distributed across Canada and overseas this year. Millions of dollars in donations made to the Poppy Campaign are held in trust and used to help veterans and their families who are in financial distress, as well as to help fund medical appliances and research, home services, care facilities and numerous other officially-sanctioned purposes.

During the Napoleonic wars of 1799-1815, the poppy appeared almost mysteriously in battlefields and graveyards in spring and summer and was one of the few plants able to thrive in the torn-up soil, and seemed to spread a consoling red blanket over the buried soldiers.

During the First World War poppies began to grow spontaneously again during springtime in battlefields, and among the graves of soldiers in Flanders, which is an ancient region in what is now parts of Belgium and France.

Airborne poppy seeds floated over the ravaged landscape and settled into the disturbed ground of the battlefields and graveyards. The flowers flourished in the soil which was enriched by lime from the rubble and bomb debris.

Following the death of one of his fellow soldiers, Canadian doctor, soldier and poet Lieutenant-Colonel John McCrae (1872 - 1918) noticed this phenomenon and wrote about it in his legendary poem *In Flanders Fields*.

First published in *England's Punch* magazine in December 1915, the poem came to represent the sacrifices of all who fought in the First World War. Just two days before the Armistice in November 1918, the poem inspired an American woman, Moina Michael from Athens, Georgia, to wear a poppy year-round in memory of the war dead.

The idea of the poppy as a symbol of remembrance continued to grow. In 1920, Anna E. Guérin of France visited the US and met Miss Michael. Madame Guérin then resolved to sell poppies handmade by widows around Armistice Day to raise money for poor children in the war-torn areas of France. During 1920 and 1921, she convinced veterans' associations in the US, Britain, Canada and New Zealand to adopt the poppy as a symbol of remembrance. At first, disabled veterans made the poppies by hand but as time went on and the required volume increased, factories took over. Britain's poppy factory, established in 1922, makes about 36 million poppies annually.

Today, Canadian poppies have four petals but no stem or leaves, and are made from flocked plastic, whereas in Britain, the poppies are made from paper, have two petals, a leaf and a stem. In Scotland, they are also made of paper but have four petals and no leaf or stem. All poppies today have a black centre for botanical accuracy.

In 2000, when the Tomb of the Unknown Soldier became part of the National War Memorial in Ottawa, a new tradition spontaneously arose when those in attendance began placing their poppies on the tomb at the end of the ceremonies. ◆

CAF MEMBER LAUNCHES A SYMPHONIC PIECE

A symphonic piece composed by Master Corporal Martin Lapierre, Preventive Medicine Department, 41 Canadian Forces Health Services Centre, Saint-Jean Garrison, has come to life.

The video of the "Cap-Trinity", symphonic piece (Remembrance Day Symphonic Tribute To Heroes), was composed while MCpl Lapierre was deployed as a medic in Afghanistan. The idea for "Cap-Trinity", which grew out of the #Colosphonium project, came to the CAF member's mind after an incident that could have cost him his life. Realizing that life had given him a second chance, MCpl Lapierre promised himself he would achieve his goal of recording a full-scale instrumental piece accompanied by a symphony orchestra.

The "Cap-Trinity", piece gets its name from an imposing rock cliff on Eternité Bay, overhanging the Saguenay, the member's home. This place came to mind for MCpl Lapierre, although he had not been back there since childhood.

"I could not get that salt water smell out of my mind," he says.

Showing extraordinary determination from the very start, he contacted celebrated orchestrator Teddy Leong-She, who is known for his versatility. The two musicians teamed up and realized their shared artistic vision.

"Listening to the initial recordings, I was struck by all the good ideas Martin had," explained Mr. Leong-She. "I reworked the arrangements, and we recorded the instrumental sessions in Europe with the Budapest Scoring Orchestra." Mr. Leong-She is not the only big name who contributed to the #Colosphonium project. Legendary sound engineer Simon Gibson, known for his work on Hollywood movie soundtracks and works out of the mythic Abbey Road studios in London, was also on board.

"Let's just say that I spent a lot of time trying to get his attention and finally succeeded," said MCpl Lapierre.

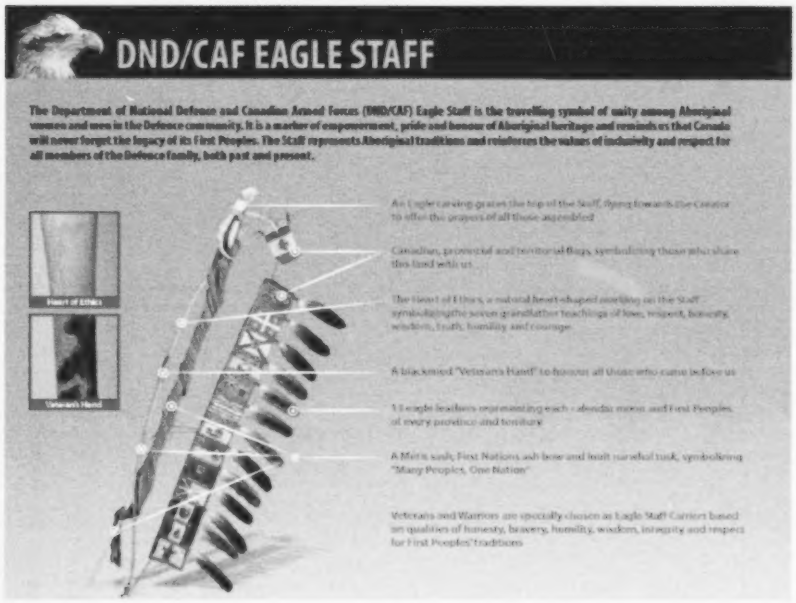
PHOTO: Nicole Small Photography

The Montréal orchestrator Teddy Leong-She sits down at the piano next to MCpl Lapierre during the video shoot.

Once the piece was recorded, it needed an accompanying video that was just as sobering. Last September, MCpl Lapierre started a six-hour shoot at the Conservatoire de musique et d'art dramatique du Québec's Théâtre rouge, in the heart of Montréal's Plateau-Mont-Royal district. The video shows him, wearing a poppy and interpreting Cap-Trinity (Remembrance Day Symphonic Tribute) on the piano, intercut with footage of the orchestra also playing the piece. The video is accompanied by an interview with MCpl Lapierre and Mr. Leong-She, explaining the genesis of this musical adventure. The video ends with a shot of 158 poppies pinned to the backs of seats in the theatre, symbolizing the 158 CAF members who died during Canada's mission in Afghanistan. To view the video go to **www.youtube.com/watch?v=dyvPAs9hpAU**.

REMEMBERING OUR ABORIGINAL VETERANS

The DND and CAF Eagle Staff, a symbol of unity among Aboriginal women and men in the Defence community, was present at this year's National Remembrance Day Ceremony in Ottawa. A current serving member had the honour of being this year's Eagle Staff Carrier for the ceremony and escorted various Aboriginal Veterans Associations in the laying of wreaths at the National War Memorial.


DND/CAF EAGLE STAFF
The Department of National Defence and Canadian Armed Forces (DND/CAF) Eagle Staff is the travelling symbol of unity among Aboriginal women and men in the Defence community. It is a marker of empowerment, pride and honour of Aboriginal heritage and reminds us that Canada will never forget the legacy of its First Peoples. The Staff represents Aboriginal traditions and reinforces the values of inclusivity and respect for all members of the Defence family, both past and present.
Heart of Ethics
Veteran's Hand
An Eagle carving graces the top of the Staff, flying towards the Creator to offer the prayers of all those assembled
Canadian, provincial and territorial flags, symbolizing those who share this land with us
The Heart of Ethics, a natural heart-shaped marking on the Staff, symbolizing the seven grandfather teachings of love, respect, honesty, wisdom, truth, humility and courage
A blackened "Veteran's Hand" to honour all those who came before us
11 eagle feathers representing each Canadian province and First Peoples of every province and territory
A Métis sash, First Nations ash bone and Inuit narwhal tusk, symbolizing "Many Peoples, One Nation"
Veterans and Warriors are specially chosen as Eagle Staff Carriers based on qualities of honesty, bravery, humility, wisdom, integrity and respect for First Peoples' traditions

THE HMCS *KOOTENAY* EXPLOSION

HMCS *Kootenay* was a Restigouche-class destroyer that served in the Royal Canadian Navy from 1959-1996. She was the fifth ship in her class and the second vessel to carry the designation HMCS *Kootenay*.

On the morning of October 23, 1969, HMCS *Kootenay* was part of a task force that had been exercising in UK waters and was returning to Canada, heading westward in the English Channel off Plymouth. At 6:05 a.m., HMCS *Kootenay* was ordered to separate from the task force and carry out a routine full-power trial. *Kootenay* started her trial at 8:10 a.m., and at 8:21 a.m. a bearing in the starboard gearbox failed. Its casing had been improperly installed and the oil intended to circulate through it as a coolant overheated, reaching an estimated temperature of 650°C and exploded.

The explosion and the ensuing fire with toxic smoke killed nine crew members and injured 53 others. Remaining crew members rallied on the Quarter Deck and swiftly organized firefighting equipment and rescue operations, however, most of the firefighting equipment were rendered inaccessible or destroyed by the fire. As a result, three resourceful ship's divers strapped on their diving gear and went below to assist in rescue operations, themselves at great risk of their tanks exploding. The fire was brought under control by 10:10 a.m. and was extinguished between 10:30 and 11:00 a.m. HMCS *Kootenay* was badly damaged but was kept afloat by the professional actions of her crew.

The HMCS *Kootenay* explosion is the worst peacetime accident in the history of the RCN. Yet, it was the ability and the bravery of the ship's company to respond quickly, and without panic, that prevented the original explosion and resulting fire from escalating into an even greater calamity, which saved lives and the ship itself. As the captain, Commander Neil Norton would later write, "... a less professional crew could easily have finished the day in life rafts."

The courageous actions of these former HMCS *Kootenay* crewmen helped to expedite the creation of the Canadian bravery decorations. In the wake of the tragedy, families, friends, the media and the general public pleaded with the federal government to honour these sailors for their duty and sacrifice. On May 10, 1972, Queen Elizabeth II accredited three new bravery decorations: Crosses of Valour, Stars of Courage and Medals of Bravery. Appropriately, the very first Crosses of Valour were awarded posthumously to two crewmen of HMCS *Kootenay*.

Following the incident, HMCS *Kootenay* was then taken under tow to Portsmouth, UK where she was dry-docked and prepared for a long ocean tow by having her propellers removed. HMCS *Kootenay* arrived back in Halifax on November 27, 1969.

While HMCS *Kootenay* was under repairs, it was decided to convert her to an Improved Restigouche-class, and was re-commissioned on January 7, 1972. She was then transferred to the west coast in 1973 and continued to serve the Canadian Navy with honour and distinction. On December 18, 1996, she was paid off, and on November 6, 2000, towed out of Esquimalt to be sunk as an artificial reef off Puerto Vallarta, Mexico.

The RCN's damage control training centre for Maritime Forces Atlantic was eventually named Damage Control Training Facility Kootenay (DCTF) in recognition of this incident.

AN ASTONISHING ACT OF BRAVERY'

Each year, the people of Wallingford, Oxfordshire, United Kingdom, honour two airmen serving in the Royal Canadian Air Force who gave their lives to save the town.

Returning from an aborted raid over the French port of Le Havre on September 9, 1944, with other aircraft of the RCAF's 426 "Thunderbird" Squadron, their Halifax bomber ran into difficulties. Still carrying a full bomb load, the aircraft was engulfed in flames after an engine exploded over Wallingford.

THE ULTIMATE SACRIFICE

RCAF Flying Officer John Archibald Wilding, 23, from New York City, ordered his crew to bail out. He and Royal Air Force flight engineer Sergeant John Frank Andrew, 22, from Abermule, Wales, remained on board. They flew the bomber away from the town and crashed it in a field east of Wallingford, on the other side of the River Thames at Crowmarsh Gifford. Both airmen died in the crash.

F/O Wilding and Sgt Andrew were mentioned in dispatches for their bravery, and F/O Wilding was posthumously awarded the Distinguished Flying Cross.

THE MEMORIAL SERVICE

Every September, Wallingford holds a memorial service at a commemorative cairn at the junction of Wilding Road and Andrew Road. This year, town mayor Lynda Atkins, a former Royal Air Force officer and chair of the Oxfordshire Royal British Legion (RBL), reminded townsfolk to attend the service.

"I am delighted that the RBL is leading this and making sure these airmen will never be forgotten," Ms. Atkins said. "It would have been devastating if the bomber had hit Wallingford. We would have lost dozens of lives and a large chunk of the town centre. Instead, there was a very big hole in a field.

"They must have known they were not going to survive. It was an astonishing act of bravery. The airmen gave their lives for others, and that is why the two streets have been named after them, so that they will always be part of the map of the town. It is very important that they are not forgotten, so I would like as many people as possible to come to the service."

The mayor added that Army Cadets and Air Cadets would attend the service at the junction, where the commemorative cairn is located.

Acting secretary of Wallingford RBL Linda Shoebridge, who has been involved in the memorial service since 1990 and who served as UK representative of the RCAF 426 Squadron Association, has a personal debt of gratitude to the airmen. "I was a little girl, living off Wood Street," she said, "and I recall seeing the smoke on the Crowmarsh side of the river. The plane had ten 500-pound bombs on board. Undoubtedly, people would have been killed if the plane had crashed in Wallingford, and it would not exist as we now know it."

The cairn with the plaque bearing the squadron's badge was built in 1960, and the Canadian flag is flown over Wallingford Town Hall each year. ♣

PHOTO: Darla Kennedy

At the junction of Wilding and Andrew Roads in Wallingford, Oxfordshire, England, town mayor Lynda Atkins, a former Royal Air Force officer, shows the cairn commemorating the gallantry of F/O John Archibald Wilding and Sgt John "Frank" Andrew of No. 426 Squadron, Royal Canadian Air Force.

The plaque reads: On the 9th. September, 1944, F/O J.A. Wilding and Sgt. J.F.Andrew of No. 426 Squadron, Royal Canadian Air Force, by remaining at the controls of their damaged and bomb laden aircraft steered it clear of Wallingford to crash and explode in open fields. Their supreme sacrifice and conspicuous gallantry almost certainly saved the lives of many of the town's inhabitants. These roads have been named after them and this plaque has been erected in grateful thanks by the Borough of Wallingford. "Their name liveth for evermore".

PHOTO: DND

Regarded at the time as one of the most remarkable operational pictures made by Royal Canadian Air Force Bomber Group, this photograph clearly demonstrates what Canadian airmen were doing to beat Germany's latest "secret" weapon, the flying bomb.

ONE FAMILY WITH FIVE GENERATIONS OF MILITARY SERVICE

When members of the Canadian Armed Forces visit schools and community organizations during Veterans' Week this year, they'll be sharing a very unique story.

Five generations of military service in the McKinstry family, dating back to the First World War and up to the present, will be remembered during their presentations.

Private William McKinstry, a member of the 93rd Battalion (Peterborough), Canadian Expeditionary Force, from Peterborough, Ontario, was killed in France in March 1917. A carpenter by trade, Pte McKinstry was killed in an underground mine explosion during the buildup to Vimy Ridge. He left behind his wife, a son and another one on the way.

Little more than two decades later, the son he never knew, Clifford McKinstry, left for war himself, serving as a flight lieutenant with 426 Squadron with the Royal Canadian Air Force during the Second World War. He earned a Distinguished Flying Cross for flying 34 death-defying missions with Bomber Command aboard Lancaster bombers.

During the Cold War, his son Darrell continued the McKinstry family legacy, serving first as an RCAF instrument technician and then as an air traffic controller achieving the rank of captain after commissioning from the ranks. In 1983, his son, Shawn, joined the Canadian Army as an infantryman and was commissioned from the ranks.

Now a reservist with 29 years of service and five operational tours in the Regular Force, Lieutenant-Colonel Shawn McKinstry commands the Hastings and Prince Edward Regiment, one that he says perpetuates the same regiment his great grandfather served and died with 98 years ago.

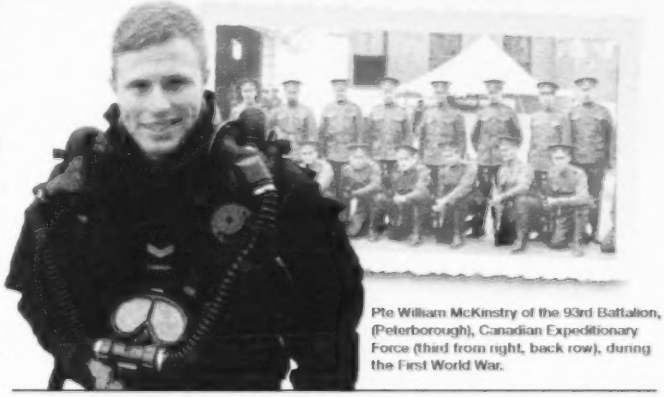
After realizing the family connection to the regiment, he immediately accepted the posting, proud to continue the legacy of service before self that all members of the CAF share.

Now, almost 100 years after his great grandfather died on the battlefields of France, LCol McKinstry's son, Justin, is also in the CAF. He served with the Canadian Army in Afghanistan and is now a Royal Canadian Navy clearance diver, hoping to commission to an officer from the ranks.

"I recently said to my wife 'Do you think [my great grandfather] could have ever have imagined back in 1916 when he mustered and went overseas that this would be happening a hundred years later," says LCol McKinstry. "There's still a McKinstry in uniform. A non-stop tradition of five successful generations."

"This is something we're all tremendously proud of but the five generations didn't happen through any sort of conscious effort. I think you just get exposed to a certain lifestyle and culture that becomes a part of you. It's service. It's duty first. I think my great grandfather would be very proud to know that his legacy lives on in each of us."

LCol McKinstry is scheduled to speak to high school students in Belleville as part of the 2015 Veterans' Week Speakers Program. ♣



Pte William McKinstry of the 93rd Battalion, (Peterborough), Canadian Expeditionary Force (third from right, back row), during the First World War.

LS Justin McKinstry, RCN clearance diver and former Canadian Army member who served in Afghanistan.

THE SNOWBIRDS CELEBRATE 45 YEARS

The 2015 team

The 1971 team

Snowbirds, 431 Air Demonstration Squadron, celebrated their 45th anniversary of performing in front of North American audiences representing the skill, professionalism and teamwork of all members of the CAF.

The Snowbirds have become an iconic part of the Canadian national fabric, the nine red, white, and blue jets flying over Parliament Hill every Canada Day, over the CFL's annual Grey Cup classic, and over the fields, beaches and cities of Canada. Below are 10 interesting facts about the small but highly specialized team.

1) The Snowbirds were formed in 1971 by Colonel O.B. Philp, CFB Moose Jaw commanding officer and former commanding officer of the Golden Centennaires.

2) The Snowbirds were named by elementary school student Douglas Farmer in 1971 following a "Name the Team" contest held at the local CFB Moose Jaw school.

3) The team's first show as the "Snowbirds" took place on July 11, 1971 in Moose Jaw at the Saskatchewan Homecoming Air Show.

4) As Canada's aerial ambassadors, the Snowbirds carry on a tradition of excellence established by such eminent predecessors as the RCAF Siskins, Golden Hawks and CAF Golden Centennaires.

5) The Snowbirds first performed in the US on November 27, 1971 at Williams Air Force Base.

6) The first official airshow performance to feature a nine-plane show including the two opposing solo aircraft took place in Yellowknife, N.W.T. on May 13, 1972.

7) The famous Snowbird crest known around the world was designed in 1972 by 2 CFFTS instructor Captain David Berger-North.

8) The Snowbirds conduct spring training in Comox, B.C. every year to practice over water training and solidify deployment procedures.

9) All Snowbird pilots are volunteers with competitive tryouts being held every spring to replace approximately half of the team pilots for the following year.

10) The Snowbird team comprises approximately 85 personnel representing each of Canada's military services – the RCAF, RCN and Canadian Army.

For more facts go to the online version at **intranet.mil.ca/** ◆

REMEMBERING THE CRASH OF BOXTOP FLIGHT 22

Every year, in the cold and darkness of late October, personnel at CFS Alert on Ellesmere Island, Nunavut, gather at a cairn near the runway to remember the crew and passengers of Hercules 130322 who lost their lives during a resupply mission to the station.

On October 30, 1991, at approximately 4:40 p.m., flight 22 of Operation Boxtop – as the biannual resupply mission is called – was on its final approach to the station from Thule Air Force Base in Greenland. As the CC-130 Hercules from 435 Transport and Rescue Squadron, loaded with 3400 litres of diesel fuel, began its descent, the pilot flying lost sight of the runway.

Moments later, radar contact and communication were lost as the aircraft hit a rocky cliff and crashed approximately 16 kilometres south of the station. The crew of another CC-130 Hercules, also bound for Alert, saw the fires of the crash and identified the location of Boxtop 22.

The crash took the lives of five CAF members – four died in the crash and one perished before help arrived – and led to the boldest and most massive air disaster rescue mission ever undertaken by the Canadian military in the High Arctic. Thirteen lives were saved.

Once again this year, personnel at Alert conducted a parade on October 30 to commemorate the crash.

"Twenty-four years ago during Operation Boxtop, the Canadian Armed Forces lost five souls – Captain John Couch, Captain Judy Trepanier, Master Warrant Officer Robert Grimsley and Master Corporal Roland Pitre – due to the harshness of the weather here at Alert when their plane crashed in an attempt to resupply the station," said the acting commanding officer of CFS Alert, Capt Larry Hocken.

"These flights are our lifeline to the rest of Canada. We will remember the five who died [during one of those flights] at our memorial parade, which is dedicated to them. Our hearts still go out to the families who have suffered in this tragic event."

The downed Hercules remains at the crash site to this day, preserved by the desert-like Arctic conditions.

THE CRASH TOLL

Deceased

- Capt John Couch, pilot, 435 Transport Squadron, Edmonton, Alta.
- Capt Judy Trepanier, logistics officer, Canadian Forces Communication Command Headquarters, Ottawa
- MWO Tom Jardine, regional services manager CANEX, CFB Trenton
- WO Robert Grimsley, supply technician, Canadian Forces Communication Command Headquarters, Ottawa
- MCpl Roland Pitre, traffic technician, 435 Squadron

Rescued

- Robert Thomson, civilian, CFB Trenton
- Susan Hillier, civilian, CFB Trenton
- Capt Richard Dumoulin, logistics officer, Canadian Forces Communication Command Headquarters
- Capt Wilma DeGroot, doctor, CFB Trenton
- Lt Joe Bales, pilot, 435 Squadron
- Lt Mike Moore, navigator, 435 Squadron
- MWO Marc Tremblay, supply technician, Canadian Forces Communication Command Headquarters
- Sgt Paul West, flight engineer, 435 Squadron
- MCpl Tony Cobden, communications researcher, 770 Communication Research Squadron, Gander, Newfoundland
- MCpl David Meace, radio technician, 1 Canadian Division Headquarters and Signal Squadron, CFB Kingston, Ont.
- MCpl Mario Ellefsen, communications researcher, CFS Leitrim, Ottawa
- MS "Monty" Montgomery, communications researcher, CFS Leitrim
- Pte Bill Vance, communications researcher, CFS Leitrim

PHOTO: Cpl Steve Lenihan

Casualties from the crash of the Boxtop 22 Hercules are carefully removed from the 412 Squadron Challenger that carried them from Thule, Greenland.

CANADIANS SHOW THEIR APPRECIATION

Canadians from across the country have taken the opportunity to salute our men and women in uniform not only during Veterans' Week, but throughout the year at various Canadian Armed Forces Appreciation events.

These events highlight military members past and present at such things as hockey, baseball and football games. Some of these teams also raise funds for CAF charities and event season ticket holders have donated their seats to military members and their families on these nights.

PHOTO: The Winnipeg Jets Hockey Club

The RCAF band performs at last year's Winnipeg Jets CAF Appreciation.

PHOTO: Toronto Blue Jays Baseball Club

The Toronto Blue Jays had CAF members hold the largest Canadian flag at the beginning of their home games during the American League Championship Series.

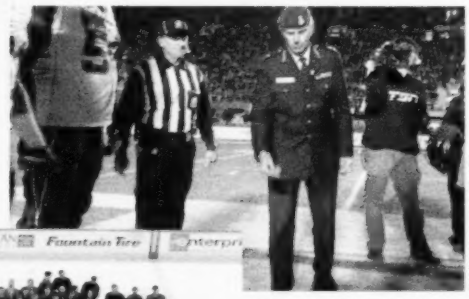


PHOTO: Matthew Manor/CP

LGen GuyThibault, VCDS, does the coin toss at the Canadian Football League Ottawa RedBlacks CAF Appreciation Night in Ottawa.

PHOTO: Greg Abel Photography

A CAF Special Forces member participates in a Calgary Flames CAF Appreciation. Night.

PHOTO: The Winnipeg Jets Hockey Club

A group of CAF members a Winnipeg Jets Appreciation Night.

NEW INDUCTEES FOR RMCC WALL OF HONOUR

The Royal Military College of Canada (RMCC) inducted three more outstanding RMCC ex-cadets into its ranks at the 2015 Wall of Honour ceremony in September. The Wall of Honour recognizes alumni or college associates for their outstanding achievements and contributions to Canada or the world.

2015 INDUCTEES

This year's inductees were Lieutenant-General (Ret) Roméo Dallaire, the late General Ramsey Withers, and the late Colonel George Stanley.

LGen Dallaire's heroic actions resulted in the saving of 32 000 Rwandans from massacre while serving as force commander for the United Nations Assistance Mission for Rwanda. He also served on the UN Secretary-General's Advisory Committee on Genocide Prevention, as well as many other UN Advisory positions. He is an Officer of the Order of Canada, retired senator, celebrated humanitarian and best-selling author. His current goal is the eradication of the use of child soldiers in conflict.

The late LGen Withers served in Korea and was Canada's sixth Chief of the Defence Staff. After his military career, he was appointed Deputy Minister of Transport Canada and awarded the Commissioner's Award of the Northwest Territories and the Outstanding Achievement Award of the Public Service of Canada.

The late Col Stanley served during the Second World War. He was a Canadian historian, author, a companion of the Order of Canada and a Lieutenant Governor of New Brunswick.

WALL DESIGN

In 1964, when a committee was formed to debate a Canadian flag change to replace the Union Flag, Col Stanley submitted a design based on the RMCC flag. "Simple enough for children to draw and instantly recognizable," he argued in his letter to the committee. The design was unanimously approved, and the Canadian flag as we know it today was born.

"I am most privileged to be guiding the new generations of leaders who, like me, are inspired by the examples set by our honorees," said Brigadier-General Sean Friday, RMCC commandant. "I am also most humbled to be joining with you in recognizing these great leaders, all of whom having served Canada with the highest distinction, and in so doing, having personified our College motto: Truth, Duty Valour."

The Wall of Honour was a gift to the RMCC, created by the class of 1963 and donated in 2009. The more than two-metre high limestone structure spans 40 metres long with gentle curves that resemble a wave. It is adorned with the names of the now 24 inductees to date. ◆

PHOTO: Steven McQuaid

LGen (Ret) Romeo Dallaire stands with OCdt Jacob Turriff, OCdt Christophe Nguyen, OCdt Joel Tourigny, and OCdt Gabriel Sylvain, next to his plaque following his induction to the Wall of Honour at RMCC, Kingston.

The Maple Leaf

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

Ethically, what would you do?
Consenting Adults

Below are a several readers' comments on September's Consenting Adults Ethically, What Would you do?" fictional scenario.

There was relatively little feedback on this scenario in comparison with the recent trend in *The Maple Leaf* dilemma discussion. Sexual misconduct in the CAF is a high-profile issue at the moment; the consenting adults story touched on both this topic and abuse of power. One critical response to the scenario raised a concern about inadvertently reinforcing stereotypes in the choice of gender used for the characters. Psychology research suggests that a 'gender-stereotyped' narrative (i.e. the male character taking advantage of the female for his own selfish purpose) can subconsciously reinforce peoples' tendencies to fall into stereotyped thinking themselves – for example, females becoming more susceptible to a self-image of being potential victims. Using this line of reasoning, we should have perhaps reversed the genders of LS White and LCdr Brown, even if female exploitation of males is a rarer problem in reality than is the converse.

Looking more broadly at the issue of sex and gender in the military, gender assumptions are tricky. Some say that the military relies too heavily on "hyper-masculine" images and symbols, considering that a large number of CAF personnel will never assume combat roles. Has CAF integrated women into the Forces by expecting them to adopt a male-centric ethos, rather than by rethinking the ethos itself as something that could be more gender-neutral? Fighting spirit is obviously necessary in some operating environments, but how would we judge (based on something more solid than one ideology or another) whether women were any less capable of possessing this disposition than men? Or whether men were less suited to be peacekeepers than women?

Recent examinations of sexual misconduct in the military – including but not limited to the *Deschamps Report* – have also suggested in passing that male-on-male sexual harassment is probably a far bigger issue than the time spent specifically discussing it might suggest. If so, is there a social taboo around this topic that again reflects stereotypes by which males themselves are influenced in how they respond to a problem? Is the reluctance to disclose coming from a gendered assumption that needs to be changed? How can we determine whether this offence is even more unreported than is male-on-female harassment?

Perhaps reader feedback was muted by the perception that the scenario was a little too straightforward to motivate arguments. No reader claimed that LS White was solely to blame because she apparently consented to the relationship over a long period, nor that the superior officer was solely to blame. There is a simple regulation against such a relationship within a reporting line, and its rationale is obvious, to avoid precisely this kind of abuse of power.

"It takes two to tango", but the superior always bears an additional responsibility to follow the rules, precisely because once that supervisor signals an openness to breaking them, the playing field for the subordinate is no longer level (the signal has been given that the rules aren't really definitive, and the question may arise for the lower rank person what the consequences of non-complicity with the superior's suggestion may be). Since illicit relationships have the potential to undermine professional careers, fair performance appraisal, and self-respect and well-being on the job (if this scenario is somewhat credible), the wisdom of the regulation is clear.

Thank you to those who responded to this dilemma. Suggestions for future scenarios are always welcome at: +Ethics-Ethique@CRS DE Pat-Ottawa-Hull.

NEW WRITING GUIDE
ESTABLISHES COMMON PRACTICES FOR DEFENCE TEAM MEMBERS

The Senior Executive Writing Guide, an initiative undertaken by the Minister's Correspondence Unit (Defence Corporate Secretary), is now published on the Defence Team intranet.

The Senior Executive Writing Guide is proposed to streamline and standardize writing guidelines and procedures from DND the CAF's military and civilian cultures. In line with the Defence Renewal Plan, it is meant to transform the way we do business and bring together the organization's two cultures and practices by following a common writing and procedures guide.

This writing guide includes standardized writing templates, procedures, and guidelines for LOs, LIs, and DND and CAF personnel as a whole. It is a tool designed to assist staff officers and all employees involved in developing and preparing correspondence and departmental communications intended for senior executives (L0 authorities). This guide supersedes the Staff and Writing Procedures for the Department of National Defence and the Canadian Forces; A-AD-121-C0EI P-000 (1996-08-01); the STANAG 2066, which was cancelled in 2003, and Defence Administrative Orders and Directives 1000-3, Format for Signature Blocks in Correspondence.

Everyone is encouraged to consult and to use the guide.

Personnel with intranet access can view the Senior Executive Writing Guide on the Defence Team intranet's A-Z Index page at **intranet.mil.ca/en/a-z-index.page**. Should you have any questions on the Senior Executive Writing Guide, or if you require a copy and do not have intranet access, please contact Vidalia Botelho at vidalia.botelho@forces.gc.ca or at 613-992-5223.

DEFENCE YOUTH NETWORK EXPANDS TO THE ATLANTIC

The Defence Youth Network is expanding by opening their first chapter in the Atlantic region. To mark the expansion, the Defence Youth Network Nova Scotia (DYNNS) recently welcomed its Ottawa colleagues to Halifax.

The Atlantic chapter is also holding their own version of the successful idea generating event held in the Ottawa area a little over one-year ago. DYNNS began their series, called "Ideation" in the end of October with their Op IGNITE event, a one-hour presentation and brainstorming session with member's ideas to address organizational issues. These ideas will be refined and later presented to command and department heads for implementation.

"It's the people and their ideas that will determine what we present to command in April," said Captain Cameron Hillier, co-president DYNNS. "That's one of the most exciting parts."

INTENT FOR THE NETWORK

The Youth Network in Nova Scotia will be a tool for regional commanders to implement Defence Renewal for the organization.

"We asked Canadian Armed Forces and Department of National Defence leadership to issue their commander's intent for participation in the network," said Capt Hillier. "Command guidance we received on October 1 will shape our activities through the fiscal year."

The mission for the network is to enable members to strengthen themselves as young professionals through unique opportunities to network, lead, learn, and innovate.

"Based on this year's command guidance, the focus will be people," said Paula Russell, co-president of DYNNS. "We will need to get folks engaged in leadership issues, invigorate the institution with members that are invested and promote an interest in the broad scope of one's duties."

The expansion into the regions is a success in being able to reach more members of the Defence Team.

"The establishment of a Defence Youth Network outside of Ottawa is a huge step," said P.K. Balbahadur, co-president of DYN NCR. "Halifax is strategically positioned to engage all DND elements at the operational level."

For more information on the Defence Youth Network, visit **www.gcpedia.gc.ca/wiki/Defence_Youth_Network_(DYN)**.

RAdm John Newton, commander JTFA, briefs members of the Defence Youth Network NCR during a day sail aboard HMCS *Glace Bay*.

NEW ONLINE PORTAL MODERNIZES CIVILIAN CLASSIFICATION AT DEFENCE

Even in a time of worldwide satellite communications, continuing forays into the development of artificial intelligence and robotic answering systems that leave customers scratching their heads, here at DND, our people remain our most valuable resource.

In 2011, with the aim of modernizing the civilian classification system within Defence, the team at ADM(HR-Civ)'s Civilian Classification and Organization directorate took on the task of transforming the classification of civilian positions from a cumbersome, 50-year-old, paper-heavy and decentralized classification process into an electronic service-delivery model.

NEW ONLINE PORTAL

The new system, an online self-service portal named e-Class, allows thousands of users nation-wide to access the files, says Lucie Larochelle the director of Civilian Classification and Organization at ADM(HR-Civ).

As DND is the largest government department, it also has the most occupational groups within the Core Public Administration, with 55 classification standards. Considered to be the foundation of HR in government, classification is the process of analyzing and evaluating duties and responsibilities for different occupational groups, according to Treasury Board criteria. It establishes roles and responsibilities, and acts as the underpinning for payroll, staffing, and performance management.

MOVING THE PAPER

The project was a significant undertaking, and heavily dependent on a technological upgrade. Paper files were initially shipped to Ottawa, scanned and then uploaded into SharePoint, the department's virtual collaboration workspace. This provided the proof of concept, after which the documents were then uploaded to GCDOCS, the government-wide information management system.

The physical implementation took just over a year as 35 000 files were shipped from seven regional locations, and took up nearly 108 m2 of storage space. In total, four million pieces of paper were stripped of paper clips and staples, and digitized as part of an initiative called the Curling Campus Scanning Project. A certification process is currently underway and when completed, the paper files will be destroyed.

Ms. Larochelle is quick to point out, however, she and her team did not reinvent the wheel. Rather, they adapted an already-established system to 21st century reality.

"We are still working with the same classification system that was created and established by Treasury Board in the 1960s, so I don't think we can say fairly that we replaced it," she says. "We're still using the same principles and the same tools from Treasury Board, however what we did change to a significant degree was how it is administered and how services are delivered."

The working group put together to analyze the problem and find solutions was able to reduce the number of steps in a classification transaction in half, from 20 to 10.

"We eliminated as many handovers and intermediate steps as we could to reduce wait times," she says.

CRITICAL SUCCESS

One critical success factor for e-Class is having the right people in the right places. Classification requests are received through the e-Class portal, and then triaged, packaged and assigned to specialists for their review and action. Clients are notified when work is completed.

"E-Class provides templates and instructions for users, and is supported by a national tracking system and a national e-file management system," says Ms. Larochelle. "It offers the full range of classification services, from strategic organizational design advice, to the straightforward administrative changes to positions."

Within the HR community, Ms. Larochelle was nominated for the 2014 Hicks-Morley Award Strategic Goals Champion. She also provided the Defence Renewal Team with a report on the efficiencies that were gained.

It is estimated that since going digital, e-Class has already saved DND 250 000 sheets of paper, in addition to the associated printer costs. These cost reductions should continue to increase going forward. ◆

CELEBRATING INTERNATIONAL DAY of Persons with Disabilities

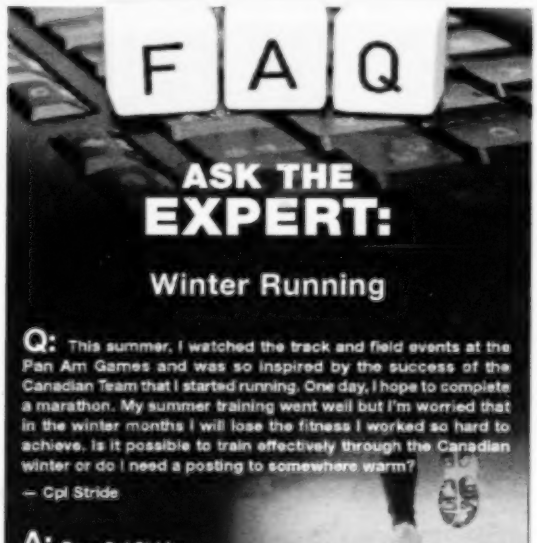
The Defence Team is celebrating "Inclusion matters: access and empowerment of people of all abilities", this year's International Day of Persons with Disabilities (IDPWD) theme.

The Defence Champion for Persons with Disabilities, ADM(Information Management) Len Bastien, will be hosting the DND/CAF national commemorative IDPWD event on December 3 at NDHQ, and events will also be held on bases and wings across the country.

What's happening in your region to commemorate IDPWD? The Defence Champion for Persons with Disabilities and the joint military/civilian National Employment Equity Commemorative Events Coordination team are interested to know and can lend support. You can tell them about your event and request copies of IDPWD posters by writing the national coordinator at +Diversity diversité@ADM(HR-Civ) DDWBat Ottawa-Hull.

For more information on IDPWD, and to access tools such as the how to organize an Employment Equity commemorative event handbook, visit the EE Commemorative Events intranet site at **cmp-cpm.mil.ca/en/support/commemorative-events/commemorative-events-index.page.**

An online collaborative tool designed for organizers of EE Commemorative Events across the department is also available. Regional/local event offices of primary interest (OPIs) can use this tool to stay connected and to share ideas and knowledge. OPIs are invited to join by requesting access at **collaboration-hr-civ.forces.mil.ca/sites/eecommevents/default.aspx.** ◆



ASK THE EXPERT:

Winter Running

Q: This summer, I watched the track and field events at the Pan Am Games and was so inspired by the success of the Canadian Team that I started running. One day, I hope to complete a marathon. My summer training went well but I'm worried that in the winter months I will lose the fitness I worked so hard to achieve. Is it possible to train effectively through the Canadian winter or do I need a posting to somewhere warm?

— Cpl Stride

A: Dear Cpl Stride:

Congratulations on catching the running bug. Running is an awesome sport and with some preparation it can be enjoyed outside year round. Some of the nicest runs I have ever done were in the winter. To help ensure that you enjoy winter running here are four things to consider: clothing, footwear, visibility and training alternatives.

Wintertime runners need clothing that is light weight, warm, sweat wicking and highly visible. Be sure to dress your upper and lower body in layers. The colder it gets, the more layers you need. The beauty of dressing in layers is that if you find you are overdressed you can peel off a layer.

With respect to footwear, most runners use the same running shoes year round without their feet suffering too much. If it's especially cold, try wearing two pairs of thin thermal socks. They even sell studs you can attach to the bottom of your shoes for greater traction on slippery surfaces.

Throughout the winter runners are often forced to train on the side of the road. This can be dangerous in no- or low-light conditions, particularly if the snow is blowing hard and the runner is wearing dark clothing. Wearing high-visibility clothing or using some form of portable light when you train outside in no- or low-light conditions is essential as it makes it easier for drivers to see and avoid you.

Every winter has days when it's neither smart nor safe to run outside. Extremely cold temperatures, freezing rain and unplowed roads or sidewalks are all potentially hazardous. Fortunately, there are many training alternatives available at your base or wing fitness centre. Swimming, stationary cycling, treadmills, step climbers, rowing machines, spin classes and elliptical machines all offer you the opportunity for a great workout. Some bases even have indoor running tracks—bonus!

The bottom line is that by following the above advice you will be able to maintain your running program throughout the winter. Please keep in mind that while you can't control the weather you can control whether or not you train SMART.

— Dr. Darrell Menard MD Dip Sport Med

Answer provided by Strengthening the Forces. Send any related questions to: +Internal Communications internes@ADM(PA)@Ottawa-Hull. Only selected questions will be answered in subsequent columns.

KEEPING THE DEFENCE TEAM **HEALTHY**

2015 ADDICTIONS AWARENESS CAMPAIGN:

GO FOR THE GREEN!

NOVEMBER 12 -26

This year's Addictions Awareness Campaign, November 12-26, is focussed on the lifestyle choices that keep one safe and healthy.

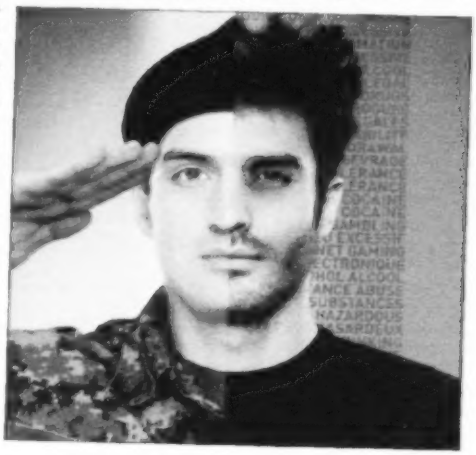
The goal of the campaign is twofold: first to promote an addiction free lifestyle within the Defence community related to alcohol, gaming, gambling and drug misuse and abuse; and second, ensure members know where to find resources and support so that they can live an addiction free lifestyle.

For this campaign, the theme 'Go for the Green!' refers to the Mental Health Continuum Model (MHCM), chosen to provide a visual way for individuals to see the progression of addictions. The MHCM is a simple tool to assess one's wellness represented by four colours: green, yellow, orange and red. These colours represent four health states along the continuum starting with healthy, which is situated in the green zone, followed by reacting in yellow, injured in orange and finally, the red zone indicates illness. From an addictions perspective, the green zone, for example, indicates responsible, moderate drinking (or no drinking), whereas the red zone represents someone experiencing black outs and loss of control over alcohol.

What does an addiction-free lifestyle look like? Members are being encouraged to take the time to reflect on alcohol and tobacco use, as well as gambling and gaming so that they can be familiar with the signs of a possible addiction and the effect it may have on their health.

Additional information is available at **www.forces.gc.ca/wastedtime**. Members can enter their ideas daily and could receive one of 15 Fit Bit Zip and/or four Vivo Active Watches for their participation. Gifts are courtesy of SISIP Financial. A number of websites and resources are available to help members better understand addictions, some are interactive and have great learning tools."

Many activities and events will be organized by local health promotion teams during this year's Addictions Awareness Campaign. Members may be surprised to discover the many services and resources available on every base and wing across Canada. ●



CFB Edmonton wins Nationals

The men's team from CFB Edmonton went back to back at the CAF National Soccer Championship at CFB Borden. The Garrison Warriors to edge out Trenton in the championship match with a gruelling 1-0 win that required extra time to be decided.

THE INNOVATORS column features members of the Defence Team who have demonstrated front-line innovation and ingenuity. These profiles use real-life stories to illustrate the innovative ideas that these individuals had, those which have been implemented and the potential impact the new ideas may have on the Defence Team.

THE MYTH BUSTERS OF DEFENCE

When an equipment or technical failure happens within National Defence, Vince Horne, group leader, Failure Analysis and Accident Investigation at Quality Engineering Testing Establishment (QETE) is faced with the challenge of working in a constant innovation in order to adapt to all possible scenarios.

His team are called to investigate what went wrong so that it can be prevented in the future.

These investigations are complicated and there are often many aspects about the failure that are not yet understood which is why it's a challenge to prevent them. But the team is able to take an innovative and unique approach to each case to try and solve the problem.

One example of an investigation that required thinking outside the box was related to a CF-18 Hornet performing an air show in Lethbridge, Alberta.

By exploring potential information sources such as YouTube video taken by people in the area during the time of the accident, Mr. Horne was able to see the scene from many different perspectives even though he wasn't able to be at the site at the time of the incident. While DND footage was made available from the air show ground crew for the investigation, clues discovered on those videos posted to YouTube were equally important in furthering the investigation and determining the root cause of the malfunction.

Once all the parts and information are obtained, the team begins to analyze the information to retell the story, and determine what went wrong.

MYTH BUSTERS

"One thing that is challenging, and exciting, and fun is that we are looking for something very small, sometimes in thousands of parts – and many of these parts may have been damaged, or involved in a fire from the crash," shares Mr. Horne. "Our job is to help determine what happened first, what came next, and what ultimately developed as a result of the crash. It's like myth busters in that particular case to determine what started first."

Mr. Horne and his team take a technically rigourous and yet myth buster-like approach to each investigation while applying several unique and creative methodologies.

"Many times when you begin the investigation and first speculate what the problem must be – you're often wrong."

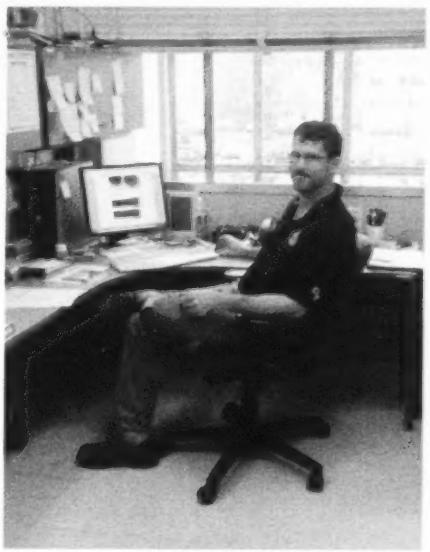
– Vince Horne, group leader, Failure Analysis and Accident Investigation, QETE

"We start with the most probable reason for the problem and move to the less probable which takes us on quite an adventure sometimes. Many times when you begin the investigation and first speculate what the problem must be – you're often wrong," he says. "That's what makes what we do so challenging – not to jump to conclusions, not to make assumptions about what may have gone wrong in a particular case; we have to let the evidence speak to us."

As every scenario is different, it is also important for the team to replicate the situation exactly. To do this, the team takes it upon themselves to recreate the scenario by using software, and when needed, creating their own code to be able to look for specific aspects of the scene.

"We build the software to custom suit the things we are looking for in the information we are analyzing," says Mr. Horne.

Mr. Horne and his team also routinely call upon experts in specific areas in order to better understand the situation. "I don't have to be an expert at everything. I can't be an expert at everything, but we have so many people here (at QETE) that are, who we can call upon."



This specialization is vital because in the unfortunate case in which the aircrew didn't survive, this type of analysis is all that can be done to determine the sequence of events, and the factors which caused them.

This is why the team try to practice with each investigation to be novel with the information they have, extracting as much as they possibly can from it, so they are better prepared for the situation where the information is more limited.

DATA FUSION

The team also uses something called data fusion which, until the advances of smart phones and video shared on the internet, they were never able to do in the past. Data fusion is putting information from multiple sources together to get a look at the big picture and to find the ultimate answer to a problem.

"In a lot of accident investigations, we can never say hand on our heart, this is what happened. That confidence in getting the right answer that people can use to help prevent accidents like this in the future, comes from getting information from as many avenues as possible, and ensuring that the information is consistent," says Mr. Horne. "This is important so that what we see in a video is consistent with what the aircrew says, and consistent with what the physical evidence says. When you get all of those together, you're very confident in the result that you obtained." ◆

WE WILL REMEMBER

These paragraphs are from the poem,

For the Fallen

By Robert Laurence Binyon (1869-1943)

They went with songs to the battle, they were young,
Straight of limb, true of eye, steady and aglow.
They were staunch to the end against odds uncounted,
They fell with their faces to the foe.

They shall grow not old, as we that are left grow old:
Age shall not weary them, nor the years condemn.
At the going down of the sun and in the morning
We will remember them.

Published in *The Times* on September 21, 1914.

NOUS NOUS SOUVIENDRONS

Ces paragraphes proviennent du poème,

Aux soldats morts au champ d'honneur

Poème de Robert Laurence Binyon (1869-1943)

Ils étaient jeunes; c'est en chantant qu'ils sont partis,
Solides et droits, les yeux brillants d'énergie.
Jusqu'à la fin, ils ont combattu sans faillir, de toutes parts assaillis.
C'est le visage tourné vers l'ennemi qu'ils ont péri.

Ils ne vieilliront pas comme nous qui avons été épargnés;
Ils ne connaîtront jamais l'outrage ni le poids des années.
Quand les lueurs du crépuscule et de l'aurore empliront les cieux,
Nous nous souviendrons d'eux.

Publié pour la première fois dans le journal *The Times*, le 21 septembre 1914.